Chapter 5 Integrated Program Management Procedures

5-1. Scope

This chapter discusses ISM management functions and establishes procedures for executing the ISM program.

5-2. Program Management Responsibilities

a. NSMM - The NSMM is responsible for coordination and oversight of all ISM activities. The NSMM makes source of repair (SOR) recommendations to the AMC Integrated Materiel Management Center (IMMC), RSMM/TSMM(s), Project Executive Officers (PEOs), and other services' logistics managers. The NSMM will:

(1) Consolidate and distribute all ISM requirements allowing full optimization of existing ISM resources and facilities. The NSMM will collect all ISM requirements, maintain visibility of ISM requirements in support of program analyses, and make final national SOR recommendations/selections. The NSMM will verify the accuracy of supporting capability and capacity documentation.

(2) Develop and monitor execution of Army ISM programs. The NSMM will coordinate workload plans, adjust for changing requirements, and monitor regional workload execution. All work plan execution is monitored via in-process reviews and the ISM automation system.

(3) Identify non-executable regional and local requirements for possible transfer to contractors, regional cross leveling, or consolidation at the national level.

(4) Perform Contracting Officer's Technical Representative (COTR) duties for ISM logistics resource and automation support.

(5) Maintain visibility of current and planned Army ISM capacity and capability.

(6) Identify and standardize data collection and analysis to effectively manage ISM programs. The NSMM will identify data collection elements from information submitted by item managers and RSMM/TSMMs.

(7) Provide appropriate support to meet customers' readiness needs and expedite solutions to readiness problems. Readiness requirements are identified by the RSMM/TSMMs, LSMMs, unit commanders, weapons system manager (WSM), and through analysis of Readiness Indicator Data Base (RIDB), Work Order Logistics File (WOLF), Zero Balance Report, line stopper report, and the ISM automation system.

(8) Determine the ISM capabilities required to support operational requirements and plans, such as contingency operations, deployment, mobilization, and nation building, in support of AMC's Logistics Support Element (LSE). The NSMM will recommend the ISM programs to be cross-leveled and institute surge management programs if required to repair maintenance backlog and establish pass back situations in support of unit deployments.

(9) Maintain a customer service support program including feedback for questions and issues. The NSMM will coordinate with WSM, Equipment Manager, and the RSMM/TSMM to assist in resolving special maintenance problems above the RSMM/TSMM level.

(10) Identify and assist in resolving process bottlenecks in coordination with the AMC MSCs and RSMM/TSMMs.

b. RSMM/TSMM - The RSMM/TSMM is responsible for cross-leveling workloads between LSMMs to meet critical system or equipment availability, unit readiness requirements, time constraints, and cost requirements and to optimize the use of regional ISM resources. The RSMM/TSMM is the interface between the region and the NSMM and will do the following:

(1) Coordinate exception management work loading deemed critical for equipment readiness, unit deployment and other mission requirements for all ISM activities within the region. These activities include active and reserve maintenance units, non-divisional AVIM units, Maneuver Area Training Equipment Site (MATES), Combined Support Maintenance Shops (CSMS),

Directorates of Logistics (DOLs), and Department of the Army contractors.

(2) Coordinate, evaluate, and interpret logistical information related to the ISM program. The RSMM/TSMM will track and resolve factors impacting system availability, such as cost, time to repair, and backlog, emphasizing management by exception to ensure maximum response and value are derived from mission critical assets. Maintenance response times are monitored to ensure all customers' reparable items are fully supported in a timely manner.

(3) Serve as the principle agent for focusing and managing national ISM programs in the region in response to existing or anticipated requirements from the NSMM.

(4) Participate in the development and coordination of ISM resources necessary to meet contingency requirements for the region.

(5) Perform cost analyses to determine the optimum investment for ISM resources. Analyses will include trade-off evaluations to determine achievable options by weighing maintenance, supply, transportation, and buy costs.

(6) Identify and recommend solutions to maintenance, supply, transportation, and training shortfalls and requirements.

(7) Coordinate with the NSMM for resolution of line stoppers impacting reparable and end item programs.

(8) Submit required and ad-hoc reports to the NSMM.

c. LSMM - LSMM functions and responsibilities are performed by the designated representative of the installation DOL, State Surface Maintenance Manager (SMM), or equivalent. The LSMM will:

(1) Coordinate local Sustainment and Associate Maintenance Activity ISM resources.

(2) Identify and coordinate, through the RSMM/TSMM, installation/ state resources required to support ISM requirements. DA system operational readiness (OR) rates and unit readiness will determine maintenance priority.

(3) Align and direct workload in ISM activities to effectively meet requirements. The LSMM will elevate non-executable (surge) requirements to the RSMM/TSMM and notify the RSMM/TSMM of failure of any major test equipment within 72 hours of the initial failure.

(4) Participate in mobilization and modernization planning to ensure availability of required resources including execution of deployment and training.

(5) Perform trade-off analyses to determine the most efficient methods of ISM configuration and execution.

(6) Coordinate ISM training activities to meet contingency and mobilization mission requirements. Maintenance support requests for Reserve Component (RC) maintenance activities are to be configured to complement RC training and mission requirements to the maximum extent possible.

(7) Submit bids for regional COE and National ISM requirements. LSMM will ensure program execution is accomplished IAW the Scope of Work (SOW) and Production Planning and Control (PP&C) requirements. The LSMM represents all ISM activities within his area of responsibility.

(8) Submit required and ad-hoc report to the RSMM/TSMM.

d. Associate Maintenance Manager (AMM) - LSMM offices are responsible for integrated management of multiple maintenance activities. Not every Army installation will be authorized a LSMM Office. Those not selected for LSMM status may be designated as an AMM. AMMs, in addition to accomplishing the local workloads, may also perform regional COE or National work. AMM designation is a MACOM level action. AMMs will interface with customers and LSMM office staff. The AMM will:

(1) Conduct work center capability and capacity assessments.

(2) Execute local, regional, and national maintenance programs.

(3) Submit production reports to the LSMM for regional COE and National work evacuated from ISM sites.

(4) Participate in LSMM monthly and quarterly meetings.

(5) Prepare and submit AMM local, regional, and national bids to the LSMM.

(6) Perform analyses of LSMM provided reports and AMM production performance.

d. Maintenance Activities -

(1) Conduct work center capability and capacity assessments.

(2) Execute local, regional, and national repair programs.

(3) Submit production reports to the AMM/LSMM for regional COE and National work evacuated from ISM sites.

(4) Participate in AMM/LSMM monthly/quarterly meetings.

(5) Prepare and submit regional and national bids to the AMM/LSMM.

5-3. National Program Management

National procedures are discussed in Chapter 6.

5-4. Regional Program Management

a. Work loading Authority - RSMM/TSMMs, LSMMs, and AMMs have work loading authority for all ISM resources within their respective areas of responsibility. The RSMM/TSMM is responsible for all work loading actions which will sustain the availability of critical equipment and meet DA availability and unit readiness objectives, reduce supply and maintenance time, reduce resource requirements, and improve efficiencies. Critical equipment is considered to be MTOE mission essential items, pacing items, Equipment Readiness Code (ERC) “A” items, and items critical to the training base or those items identified by the appropriate commander. Programs recommended for the local level will be developed by the LSMM/AMM and reviewed by the RSMM/TSMM.

b. Work Load and Production Forecasts - Work loading and production forecasts will include quotas for designated reparable items. LSMMs may convene at least monthly to establish production goals, evaluate current production, and make recommendations to adjust reparable item plans. Reparable workload may be forecast on a monthly basis at LSMM production planning meetings and programmed a minimum of 90 days in advance of execution. Workload will include end items, RX components, and other pass-back work, i.e., direct support ("F" coded), general support ("H coded), SRA ("L" coded), and depot level ("D" coded). These meetings will ensure optimal use of available resources, sustainment of the highest possible equipment availability and unit readiness, and responsive, cost-effective repair and return of assets. Work loading will also address centralization of reparable programs based on current facilities, skills, and unique support considerations.

c. PP&C Agenda - As a minimum, LSMM monthly PP&C meetings may discuss:

(1) Installation and state short range training plans emphasizing support of ongoing contingency missions and projected OCONUS deployments.

(2) ISM capabilities, capacities, and current workload for all ISM activities.

(3) Consideration of ground, aviation components and AIMI for incorporation into or deletion from reparable item programs. Consideration will be based on the following parameters:

(a) Demand history, forecasted requirements, assets on hand, available fiscal resources, cost avoidance potential, washout rates, and availability of items from source of supply.

(b) Cost to transport, expected and historical order ship time, projected turn around time (TAT), mean time to repair (MTTR), cost to procure, stock, store, issue, and dispose, and essentiality to equipment availability and unit readiness.

(4) Formal minutes of each meeting recording decisions and task assignments will be compiled and distributed to attendees and the RSMM/TSMMs.

d. Critical Items - Critical item requirements may surface as part of the exception management process. LSMMs will coordinate these with the local reparable program managers to determine the feasibility of adjusting existing programs to meet new requirements. Programs will be adjusted if the new requirements are determined to be within existing capabilities and repairs will be cost effective. Requirements exceeding existing capabilities or capacities will be transmitted to the RSMM/TSMM by the LSMM for consideration and possible inclusion in an existing or planned regional program.

e. Data Management -

(1) NSMM, RSMM/TSMM, and LSMM offices will maintain data on current available maintenance capabilities and capacities needed to meet overall ISM goals. Data elements and "filters" are included in the ISM automation system and are designed to assist in making responsive and cost-effective maintenance decisions. The ISM automated system will be used to evaluate each maintenance activity using national item identification number (NIIN), maintenance capability, capacity, current workload, cost to repair, cost to buy, order ship time, age of jobs, production schedules, and execution to grade the success or failure of the local ISM program. The ISM management structure will make recommendations to commanders concerning availability of capability and capacity to meet equipment readiness goals.

(2) It is the responsibility of each LSMM/AMM to ensure that successful data transfers of maintenance and supply actions are completed every working day and received by the appropriate RSMM/TSMM. Automated data transfers problems must be reported to the RSMM/TSMM within 24 hours of problem identification. Attempts to resolve unsuccessful data transfer problems with the LSMM/AMM will be processed through normal system support channels. If an unsuccessful data transfer problem is not resolved through the appropriate RSMM/TSMM personnel, then the appropriate MACOM ISM representative will be notified by the RSMM/TSMM for resolution. If the MACOM ISM representative is unable to resolve the issue of data transfer, and the LSMM is at fault, then the MACOM ISM representative will provide a recommendation, based on the following possibilities, to the RSMM/TSMM. If the RSMM/TSMM and MACOM ISM representatives are unable to agree upon the appropriate action that should be taken, the NSMM will adjudicate the differences. The RSMM/TSMM will notify the LSMM of the appropriate action that will be taken as identified below:

(a) The LSMM/AMM or maintenance activities (MA) will not be allowed to submit a bid on a COE line for possible awarding during the PP&C process.

(b) The lines previously awarded to the LSMM/AMM or MA, as COE lines, will be identified as COE rebid lines at the next PP&C conference.

(c) Both actions (a) and (b) above may be taken.

(3) Each LSMM will coordinate with its MA(s) to identify an individual and a back-up individual qualified to identify serial numbers for COE lines repaired at each MA. If this individual does not physically enter the serial number into the STAMIS/non-STAMIS, a QA procedure will be developed to ensure the correct serial number is entered. Serial number entries in SAMS 1, AMMIS, and non-STAMIS maintenance management systems will be made per the STAMIS/non-STAMIS instructions. Serial

number entries in SAMS-I/TDA for COE lines will be made in the "REMARKS" field with brackets on either side of the serial number. E. g. , [SN8654B368]. The "SN" will be in capital letters and identify to the national database that the following number is a serial number. There are no spaces within the entire entry.

f. Exception Management -

(1) Components identified by the ISM automation system requiring exception management actions may be referred to the RSMM/TSMM. If the LSMM determine the actions required are critical, the request will be coordinated with the RSMM/TSMM. If capability or capacity is not available locally or in the region, the RSMM/TSMM will coordinate the requirement with the NSMM. The NSMM will coordinate with appropriate logistics manager(s) to expedite a resolution for critical requirements. Disposition instructions will be provided through the RSMM/TSMM to the LSMM

(2) If maintenance support is not available, the LSMM will pass the requirement to the RSMM/TSMM, which will determine if the requirement is a candidate for surge management or a COE program(s). The requirement may be elevated to the NSMM. The NSMM will assist in identifying a source that is capable of accepting the requirement

g. Quality Assurance Program - The ISM QA program applies to national work and COE NIINs. National work and COE bidders must have an approved ISM QA manual IAW Chapter 9. Quality Assurance Manual is defined as Level A document. Level B documents are the implementing SOPs, and Level C are supporting documents such as job descriptions, specific work procedures, checklists, charts, graphs, records, and reports. The ISM QA program for ISM repair programs is discussed in Chapter 9.

5-5. Routine Management Tasks

a. Daily Management Actions -

(1) RSMM/TSMM - Begin each day with a review of maintenance activity roll-ups. This review will be followed by a telephone call to any LSMM showing significant differences from previous reports. Analyses of maintenance roll-ups will be conducted to determine if previous trends are continuing and to identify areas for greater optimization of ISM resources. The systems administrator will perform a daily check of the computer automated process jobs to ensure that all data has been transferred to the RSMM/TSMM, including a complete Availability Balance File (ABF). Other evacuation jobs reflected in the EVAC file and the closed work order file will be examined for inconsistencies. As jobs are completed the man-hours expended and the cost of parts will be compared to the COE line standards established during the PP&C. COE lines consistently over the bid price will become candidates for review at the next PP&C. It is essential that daily communication with each LSMM be maintained to facilitate continuing dialog and to work out issues from the previous day.

(2) LSMM - Review the completeness and accuracy of the EVAC file.

(3) AMM - AMM and other maintenance activities will transmit their maintenance data to the appropriate LSMM at the end of each working day.

b. Weekly Management Activities -

(1) RSMM/TSMM - Review EVAC data to determine those items exceeding transportation averages by seven days or more. Task the LSMM to identify possible "frustrated cargo" and lost shipments and to take action to find frustrated items and move them to the next point in the transportation process. Assist in the hand-off of frustrated cargo between installations. Review all ISM activities' work orders more than 90 days old to identify work that may adversely impact readiness or cause zero balances. If required, the RSMM/TSMM may coordinate with the NSMM to re-prioritize work, assist with parts problems, implement the surge management program, or request assistance. All approved maintenance exceptions must be reviewed on a regular basis. Maintenance exceptions are items not in the COE program, but shipped from one installation to another for repair.

(2) LSMM - Prepare a reparable item zero balance report that will identify those COE lines not available for issue from SARSS accounts at the installation. The LSMM owning the items under repair will contact the COE LSMM or maintenance

activity to determine maintenance status and reasonable availability of the item or, if necessary, inform the RSMM/TSMM of the zero balance and request cross leveling or surge management actions. Once a decision has been made to laterally issue an item, express delivery will be the preferred method of shipment to facilitate the urgency of need. Weapon systems and components that meet the criteria of having potential impact on readiness as a result of zero balance positions will be worked aggressively. Other weekly actions include computing average transportation time for each transportation leg, monitoring average work order time from opening to closing (MTTR), completing cost reviews, and providing the local MIPR manager sufficient program production data to support local MIPR reviews.

c. Monthly Management Tasks - Monthly tasks will be centered on collecting and evaluating the preceding month's production performance data.

(1) RSMM/TSMM - Compute the actual number of work orders closed out by COE line, at each ISM activity. The RSMM/TSMM will determine when a COE has adequate unserviceable assets and fails to meet the production goal. When these conditions exist, the affected LSMM will be tasked to influence production for the following month to correct the imbalance. Costs of labor and parts will be reviewed against applicable bid standards by line on a monthly basis. LSMMs will be required to explain the variance for lines that are not within the operating standard. If the production cost is 25% or more over the COE bid price, the line will become a potential candidate for rebid or realignment at the next PP&C. When COE line washout costs become equal to or exceed the cost avoidance achieved, the line will be tagged for rebid or realignment.

(2) LSMM - Will notify the installation MIPR manager when COE repairs have been completed. All monthly COE repair programs will be closed and all pertinent information will be forwarded to the RSMM/TSMM. COE performance reports achieving production goal will be used in the following categories:

(a) COE lines that meet the production goal.

(b) Production excess to the plan and the number of washouts by month.

(c) Charts showing previous FY demands, current FY demands, the number of lines work ordered and the number of lines repaired.

(d) Return of unserviceable items in relationship to the plan.

(3) COE lines not making projected cost avoidance goals caused by line stoppers, lack of returns, high washout rates, low production, demand change, and significant standard change (major change in the cost of labor or parts), will be identified.

d. Quarterly Management Tasks -

(1) RSMM/TSMM - Prepare production data, including MTTR and TAT data, for performance reviews. When repair costs exceed the bid by 25% or more for the quarter, the LSMM for the COE will explain the additional costs.

(2) LSMM - Update capacity information for all sponsored AMMs/MAs and forward to the RSMM/TSMM. Elements of capacity includes; number of personnel and associated man-hours dedicated to GS component repairs, major test capabilities on hand, such as dynamometers, (i.e., cross-drive, single brake, etc.), electronic test equipment and capabilities on hand such as Electronic Quality Test Equipment (EQUATE), and Integrated Family of Test Equipment (IFTE), to include commercial non-Army ATE, number of starter test stands and test capabilities, materiel handling equipment (MHE) such as overhead cranes, fork lifts, etc., available, unused inside/outside storage capacity, measured in square feet, building capacity, and hydraulic test equipment on-hand and test capabilities.

5-6. Maintenance Assistance

a. NSMM - Upon receipt of a request for assistance, the NSMM will pursue all feasible options to expedite all needed support. The NSMM will work closely with the appropriate logistics manager(s) to determine the widest range of support options available to resolve the maintenance and/or supply problem. The NSMM office will manage the maintenance assistance database. This

database will be used to expedite future maintenance assistance requests and initiate process improvements. The NSMM will keep the RSMM/TSMM informed of the status of-on going actions.

b. RSMM/TSMM - A coordinated request forwarded by the LSMM will become a joint LSMM/RSMM/TSMM responsibility. ISM assistance teams (or other appropriate support) from the regional level may be task organized, to concentrate repair expertise on specific systems or equipment in order to meet critical training, unit deployments, achieve item availability, requisitioning objectives, unit operational readiness rates, or rectify a critical safety or operational fault. The LSMM will integrate this support, to ensure appropriate tools, facilities, lodging, local transportation, and mess support, are in place to optimize the effort. If regional assets are not available, or are insufficient, the RSMM/TSMM may request support from the NSMM. The RSMM/TSMM will coordinate with the LSMMs within the region and request ARNG support through the State SMM (LSMM) to provide responsive and cost effective ISM assistance.

c. LSMM - Requests for technical assistance at the local level may be initiated by DS or ISM organizations, or identified during monthly readiness reviews, liaison visits, or PP&C meetings. Requests for assistance, if initiated by ISM organizations, will be directed to the LSMM for determination of specific assistance. Specific reasons for support requests include time sensitivity, availability, and unit readiness. Resource impacts associated with support requirements will be included with each request. The LSMM will coordinate with local supply, maintenance, and transportation activities to provide responsive assistance. If sufficient sustainment maintenance assistance is not available at local level and the repair is determined critical to unit readiness or system availability, the LSMM may coordinate with and pass the request to the RSMM/TSMM. LSMMs are also responsible for sponsoring GS maintenance units. Training requirements for GS maintenance units are discussed in Chapter 8.

5-7. GS and ISM Management Interface

a. To be repaired in an ISM repair facility, components will be sent to the appropriate repair organization by the General Support RX Section. Item(s) once repaired will be returned to the reparable storage facility. Items identified, as being regional repair items will be directed to transportation for appropriate shipment (See paragraphs 5-12, 5-13, 5-14). LSMMs will notify the GS RX Section to ship items in accordance with the latest PP&C plans.

b. GS Repair and Return to Customer and DS Pass-back -

(1) Divisional and non-divisional DSU customers (DMMC/MATO) may request back-up maintenance from the LSMM for specific customer Repair and Return or DS pass-back programs. The LSMM will review these requests, compare them with all available installation ISM capabilities and, depending on current work loading, capabilities, priorities, costs, and other considerations, select the local organization to do the work.

(2) Items on the local GS RX item list will not be accepted as DS pass-back.

5-8. COE Process

a. ISM COE programs allow commanders to achieve maximum efficiencies through optimal use of resources thereby reducing costs. ISM repairs are to be performed only at designated COE repair sites. COE items will not be repaired at non-COE installations without prior RSMM/TSMM approval.

b. All items must be complete when shipped to the COE. The applicable DS and GS maintenance and parts manuals will be used to determine a complete item. Care should be taken when shipping major assemblies that include numerous "hang-on" components. Standard reports of discrepancy (ROD) procedures will be used when incomplete items are received (See Chapter 9 for details). The owning installation will be billed AMDF prices for missing "hang-on" components. Inquiries concerning final configuration will be forwarded to the NSMM. The NSMM will coordinate with the AMC ISM Cell to resolve configuration issues.

c. The RSMM/TSMM will be notified whenever a requirement exists for a COE line for a Non-Mission Capable (NMC) weapons system. The LSMM will ensure that any item for NMC equipment is work ordered or upgraded to the appropriate priority. The RSMM/TSMM will search the ABFs within the region to determine if a serviceable asset is on hand. If a serviceable asset is available, the RSMM/TSMM will make every effort to coordinate issues for the NMC item. The ABF item will be replaced by the

first repaired item released from maintenance. For installations using SARSS, items may be issued on a temporary loan or hand receipt. If, during the repair process, an item is washed out, the owning unit will pay for a replacement. The RSMM/TSMM will coordinate use of express shipment for both the serviceable and the unserviceable assets under these circumstances.

5-9. Implementing an Exception to Policy in Setting Retention Levels in Support of Integrated Sustainment Maintenance Program

a. The exception to policy ensures that all ISM Center of Excellence (COE) lines throughout FORSCOM, TRADOC, NGB, USAREUR, USARPAC, EUSA, AND USAR are identified as COE reparable items, as well as provide clarification on COE demand and non-demand supported stock requirements (reference enclosure 5-3). Determining which reparable items are supported on an installation/state is difficult for the installation/state RX manager. Adding COE lines improves unserviceable return rates and ensures that unserviceable items are sent to the COE for repair. The full benefits of centralized management and decentralization execution of ISM can only be obtained if unserviceable items are returned for repair and later sold. The procedure intent is to preclude sending returns to DRMO or to wholesale when they should be repaired. Establishing RLs on COE lines builds greater efficiencies for supporting the ISM COE repair program that will save dollars for the Army.

b. All managers of Installation Army Working Capital Fund (AWCF) Account will place a Retention Level (RL) of two (2) on all Centers of Excellence (COE) lines which show demands within the RIC-GEO within the last 12 months, and previously failed to meet stockage criteria. COE lines that have been listed by the National Sustainment Maintenance Manager (NSMM) as requiring return to wholesale will not be included in this program.

c. The Local Sustainment Maintenance Manager (LSMM), at each installation will provide the supply manager, for the installation's AWCF account, two updated ISM management lists every six months. The first will be the list of NIINs in the ISM program, the COE List, with expected unserviceable returns for the period. The second list will be a copy of the NSMM's return to wholesale list. For all COE lines that are ASL, have a Stockage List Code (SLC) of "M", and are already stocked at the AWCF SARRS-1 site; the supply manager will follow normal supply review and stockage policies.

d. For all COE lines identified by the LSMM, if there is an unexpected return and the returned lines are not stocked on the installation's AWCF account with an RO, the following procedures will be followed:

(1) The supply manager will check to ensure that the unserviceable XNIIN table reflects all of the COE lines that show expected returns.

(2) The supply manager will ensure applicable COE lines have a correctly set unserviceable ship to table (USVE). The USVE must be intensively managed to ensure all reparable items are redirected to the AWCF SARRS-1 site for follow on disposition or repair.

(3) On each on these lines, the Processing RIC and Action RIC of the AWCF will be added to the above list to allow work orders to be cut. The Action RIC for these lines will be the AWCF and all RICs in the RIC-GEO will be listed as Processing RICs.

(4) In accordance with the exception to policy mentioned above, a RL of 2 will be set on these COE lines. The Stockage List Code on these lines will remain "Z".

(5) The COE lines that have an RO of 0 and an RL of 2 will be evaluated for possible inclusion in the installation's RX at the next ASL review. If during the ASL review the COE lines meets the criteria for stockage, it will be picked up as an ASL line with an appropriate RO as a SLC "M" line. No exception for additional RL stockage is allowed for "M" lines.

e. This exception to policy only allows installations to establish RLs on ISM lines that are not on the NSMM's return to wholesale list or the installation's demand supported RX list. Sustainment Maintenance supports the supply system.

5-10. Integrated Logistics Management

a. The ISM program will focus on ISM activities and associated supply management considerations; specifically, visibility and

availability of GS reparable items. Movement of reparable items between installations will utilize repair and return procedures as outlined below. (Reference enclosures 5-1 and 5-2). Washout replacement costs and credits will be absorbed by the appropriate owning account. Labor and repair part costs associated with washouts will be billed as actual costs against the completed work order Some items may be tested to isolate faults and thus prevent shipping items determined to have no evidence of failure (NEOF). See Chapter 3, for details of financial procedures.

b. Installations will send a list of reparable requirements and the respective quantities, e.g. GS-RX list or GS-AWCF list, to the RSMM/TSMM which consolidates reparable programs into a regional program, including recommended COE lines approved at the PP&C meetings. The ISM automated system will be utilized for requirements' determination of local and regional reparable programs.

c. Unserviceable Reparable Item Processing -

Standard Army Retail Supply System (SARSS) - Each LSMM will publish a reparable item list prepared during the requirement determination process. It will delineate those reparable items, repaired either locally or regionally, to be turned-in to the Installation Supply Activity or GS reparable supply activity. The reparable installation item manager will submit a control degree code for each NIIN and each supported SARSS activity. The control degree process allows SARSS-2 AC/B operators to assign control degree codes to selected NIINs to control the issue and requisition of stocks. A control degree 04 will be assigned to each NSN on the COE list. Additionally, the parameter maintenance process will be used to set a parameter with a maximum dollar-value set at $1000. In order to monitor divisional requisitions, a control echelon of C must be applied to each NSN and each SARSS site. The control degree and maximum dollar value parameter will be set at SARSS-2A sites. The purpose of these controls is to prevent the request for a reparable from being automatically passed to the wholesale system. A requisition for a reparable in the program may be passed after the reparable has been reported as a washout/NRTS on the work request. SARSS-1 sites receive Document Identifier Code 4US transactions from SARSS-2 sites to update the stock numbers Unserviceable Repair and Ship Files. Since COE items are General Support level, Special Repair Authority or Depot Level Reparable, the SARSS-1 activity (if located at the direct support maintenance unit) will not job order the item. The REP-SHP-RIC will contain III for each COE item. The SARSS-1 activity will issue a materiel release order to a higher source of supply. The unserviceable reparable items will be shipped to the higher source of supply (either a General Support Supply Company or the Installation Supply Support Division). All COE items will have REP-SHP-RIC as the processing SSA RIC. The SARSS-1 site at the installation will output a work order request (automated 5504) to job order the item to the Maintenance Management Directorate (or GS maintenance unit/contractor) for the installation. The LSMM will ensure that each maintenance activity is aware of the COE items and LSMM/AMM repair activity for the COE items. When the Center of Excellence is another installation, the LSMM will be notified. The LSMM will ensure the item is shipped IAW paragraph 5-12, 5-13 and 5-14 procedures. The SARSS Reparable Management Process allows managers to monitor both the turn-in and issue of reparable items. Directly supported SARSS-1 activities send DIC D6A, A5_, A6_, D6S, D6K, and D4S transactions to the SARSS-2AC for processing. If the input transactions contain DICs D6A or (A6 is a denial, D6Z turn-ins), the Reparable Management Batch Process attempts to find DICs D6S, D6K, D4S, and A5_ (issues) for the customer's DODAAC and the same stock number group on the Reparable Control File. There may be multiple issue transactions that meet these criteria. If records are found and the turn-in quantity is greater than the issue quantity, the Reparable Management Batch Process decreases the turn-in quantity to match the issue quantity. The system posts the remaining turn-in quantity to the Reparable Control File to find a match. It writes matching issue and turn-in transactions to the Reparable Items Matching Listing, and also writes the RIC-GEO for the input transaction and RIC-STOR-SITE to this same listing. If input transactions contain DICs D4S, D6K, D6S and A5_ (issues), the Reparable Management Batch Process attempts to find DICs D6A and A6_ (turn-ins) for the customer DODAAC and the same stock number group on the Reparable Control File. There may be multiple turn-in transactions that meet these criteria. If records are found and the issue quantity is greater than the turn-in quantity, the Reparable Management Batch Process will decrease the issue quantity and the RIC-STOR-SITE to the Reparable Control File for subsequent processing. It also writes matching turn-in and issues transactions to the Reparable Items Matched Listing and the RIC-GEO for the input transaction and RIC-STOR-SITE to this same listing. The system writes turn-in transactions with Management Codes indicating no request for issue and those requests for issue with a Management Code indicating no corresponding turn-ins to the Reparable Items Matching Listing. It also writes the RIC-GEO for the transaction and the RIC-STOR-SITE to the listing, using the following management codes:

(1) No turn-in, increase in stock level.

(2) No turn-in, item was lost.

(3) No request submitted - turn-in result of decreased stock level.

d. Overage Reparable Process -

(1) The SARSS Master Control System (SMCS) will execute the Overage Reparable Process automatically. This process creates an Overage Reparable Items Listing of issues or turn-ins for which the offsetting transactions have not been entered within a parameter of days. Use this listing to query the customer and review or purge records on the Reparable File through the Interactive Reparable Management Process. The Overage Reparable Items Listing contains the section number, Manager Code, DIC, Quantity, NIIN, Document Number, and Suffix Code.

(2) The issue/referral process in SARSS will hold a request for issue when the stock number is a reparable item and the total on-hand quantity plus the due-ins (QTY-DI-MT, QTY-DI-SOS, and QTY-DI-RETRO) minus the total due-out (Net Asset Position) exceeds the total requisitioning objective (RO). It includes any quantities for items in condition code “F” in the calculation if there is an on-hand quantity or the QTY-DI-RETRO is greater than zero. The totals are for all selected ABF records with the same RIC-GEO and RIC-SPT-2B as the requesting SARSS-1 or DS4 site. The only way a reparable can be passed to the wholesale system is after an item has been washed out or determined to be Not Repairable This Station (NRTS).

e. Local Reparable - When the item is a locally repaired item there is no change from current supply procedures.

f. Regional COE Reparable Flow - (Reference Enclosure 5-2)

(1) Shipment to COE - GS/RX activities will use the following procedures to ship items to a regional COE maintenance activity. First, activities must prepare items for movement IAW transportation procedures discussed in paragraph 5-13 and packaging in paragraph 5-14. Second, units will prepare DA Form 2407 or DA Form 5504, Maintenance Request. The maintenance request must be placed inside the reparable container. A DD Form 1348-1, Transportation Request, will be prepared with "ISM Shipment" noted in the remarks block. The "ship to" address is the designated regional maintenance activity. The DD Form 1348-1 is provided to the ITO and is used to coordinate inter-post transportation. Once the item has been shipped, the owning unit will pass a copy of the DD Form 1348-1 with a Government Bill of Lading (GBL) number to the LSMM. The LSMM will put all pertinent transportation information, including GBL, into ISM automated system and assigns a case number for local and regional visibility. Upon receipt of an unserviceable item the maintenance activity will open a work order and enter the work order number (WON) in the ISM automated system EVAC case file and may fax or mail a copy to the owning LSMM.

(2) COE Shipment to Owner - Once an item has been repaired, the maintenance facility will close the work order and prepare and ship the item to the owning organization. The maintenance activity will prepare a DD Form 1348-1 and annotate "ISM Shipment" in the remark block. The "ship to" address is the owning supply activity. The ISM activity will take the DD Form 1348-1 to the ITO and coordinate inter-post transportation. The DA Form 2407 or DD Form 5504 will be attached to the transportation document. Upon receipt of the item, the owning supply activity/installation item manager will take appropriate action to accept, post the receipt, and return the item to stock. The maintenance activity will determine the condition of the reparable item during inspection. If it is determined the item is NRTS or Washout, it WILL NOT BE RETURNED to the owning installation, but will be disposed of at the repairing installation as follows:

(a) The GS/RX Accountable Officer will forward 4 copies of DA Form 1687, Signature Card, and a copy of the accountable officer's appointment orders to the LSMM. The LSMM will fax a copy of each DA Form 1687 to each of the other LSMMs. Only those persons signing the signature card will have the authority to sign turn-in documents for items to be turned in at another installation.

(b) The maintenance activity will close out the work order and send/FAX the receipt blue copy of the DA Form 2407 or DA Form 5504 to the owning supply activity.

(c) The repairing installation LSMM will ensure that the repairing organization makes the turn-in and returns a copy of the DD From 2407 or DA Form 5504 with the GBL to the LSMM for forwarding to the owning installation item manager.

(d) The owning supply activity will pass the DA Form 2407 or DA Form 5504 to the installation item manager. The installation item manager will change the condition code from in maintenance to NRTS/Washout and request disposition instructions.

(e) A DIC FTE for MR "F" or "H," non-ARI items will be processed by the supply STAMIS. The supply STAMIS will issue local disposition instructions and cut a Material Release Order (MRO). The installation item manager will produce a DD Form 1348-1, Turn-In Document, then FAX/mail it and disposition instructions to the repair installations LSMM. The repair facility will dispose of the item and return a copy of the turn-in document to the owning supply activity.

(f) A DIC FTE will be processed for Stock Fund for Depot Level Reparable (SFDLR) items to the appropriate NICP for disposition instructions. Upon receipt of the DIC FTR from the NICP, the installation item manager will prepare a DD Form 1348-1, Turn-In document and pass it and instructions to the LSMM, to be forwarded to the repairing installation LSMM.

(g) The repairing installation LSMM will ensure the maintenance activity makes the turn-in and returns a copy of the DD Form 1348-1 with the GBL to the LSMM for forwarding to the owning installation Reparable item manager.

(h) National Guard items may be returned to the owning state after coordination.

5-11.Surge Management

a. Surge management is a process whereby workload is cross-leveled in order to meet regional sustainment requirements. Items will be surged on an exception basis. If a line is identified as a surge candidate, it will not necessarily be rebid at the next PP&C. If the same COE line continually requires surge management the COE line may be rebid or split between the current COE and another COE at the next PP&C.

b. A COE line will become a candidate for surge management if the COE is unable to repair components at a rate that adequately supports regional production or readiness requirements. Items will not be surged unless they meet one or more of the criteria listed:

(1) The current COE has over 90 days of backlog on any given COE line, excluding national work.

(2) Non-mission capable supply (NMCS) requirements exist on any given COE line with over 60 days of backlog.

(3) The current COE has not demonstrated the ability to adequately reduce the backlog.

(4) The COE requests and justifies surge.

c. Backlog is usually calculated for a 12-month period. If the COE has had the line for less than 12 months, the formula, see Figure 5-1, is adjusted to reflect the number of months the installation has been the COE for this line.

Formula:
Months Backlog = (# Work Orders Currently Open) / (Avg. Items Repaired Per Month)
Avg. Items Repaired Per Month =(Total # Repairs Last 12 Months) / 12

Figure 5-1

d. Surge COE Work Procedures -

(1) Once the RSMM/TSMM identify a surge candidate, the COE LSMM will be notified of lines identified as surge candidates. The LSMM will provide feedback to the RSMM/TSMM about current maintenance activity status and the ability to internally surge to reduce the backlog. Considering the information provided by the LSMM, the RSMM/TSMM will make the final determination whether to initiate surge management and the quantity to be surged. The RSMM/TSMM will inform the COE LSMM of this

decision.

(2) The RSMM/TSMM will notify all LSMMs within the region of the NIIN and quantity requiring surge management and request the following actions be taken: Each LSMM must suspend shipments to the COE for a two-week period. At the end of the two-week period, the LSMMs will report the quantity of unserviceable reparable items accumulated during the period and inform the RSMM/TSMM, within two working days from initial notification, whether they are interested in and capable of repairing the identified line. No response from a LSMM will be considered a negative response. Competing LSMMs will either validate their most recent bid or submit a new bid within seven working days of initial notification. Bids will be submitted using the standard bid form found in Chapter 4. In the narrative section of the bid sheet the LSMMs will identify required startup time (in days), expected date of first product, production rate per month after first product, and man-hours per month that can be committed to this surge requirement (capacity).

e. Processing time is critical under surge procedures. LSMMs will FAX their bids to the RSMM/TSMM office. Hand-carried bids will be sealed IAW Chapter 4. Furthermore the RSMM/TSMM will seal all bids in individual envelopes and secure the bid until the bid submission deadline.

f. If no LSMM within the region expresses a desire to participate in the surge program, the NSMM will be notified. The NSMM will provide alternate repair site options for use by the regions or theaters.

g. Bid Processing and Surge Site Selection -

(1) The RSMM/TSMM will determine the alternate repair site and direct the current COE to ship a specific quantity of unserviceable items to the alternate site. The decision to award work to an alternate repair site may be based on best value.

(2) If a previous surge action for the same item has been completed for more than 60 days; then the surge work will not automatically be sent to the previous alternate repair site. Instead a new bidding and selection process will be used.

h. Shipment to Alternate Repair Sites -

(1) Based on available information, the RSMM/TSMM will determine if additional unserviceable items will be shipped to the COE or the surge site. The RSMM/TSMM will then notify all LSMMs of the revised shipping instructions. Owning installations not selected as the surge site will normally not be allowed to perform their own repairs on the surge item.

(2) The RSMM/TSMM will identify items located at the COE for transfer by work order number, serial number, and case number and will instruct the alternate site to induct local items withheld from shipment.

(3) The LSMM/AMM will confirm by physical inspection all work order numbers and serial numbers to be transferred. The LSMM will notify the RSMM/TSMM by e-mail or fax when the inspection has taken place and will further coordinate in identifying alternate work order numbers as required.

(4) During the surge action, the RSMM/TSMM will determine whether a need exists to ship additional items. As long as the surge action remains active, there is no requirement for a re-bid of the surge line.

i. Data Processing in ISM Automation System and STAMIS -

(1) The COE maintenance activity will close as "cancel" the specified work orders. The proper cancellation codes, Z in SAMS, Z in SAMS-I/TDA, Z or Y in AMMMIS will be entered in the legacy system. Enter the work order completion date in the STAMIS.

(2) The owning LSMM will make the following entries to the original EVAC case number:

(a). CLOSE-DATE using the WO_COMP_DATE from the COE maintenance activity.

(b). "SURGE" in the note field.

j. Preparing Items For Shipment -

(1) The COE LSMM will prepare the items for shipment. The R_TRANS_DATE, R_SHIP_DATE. R_ GBL._NO, R_SHIP_COST, and R_P/C_COST will remain blank for the original case. Items will be sent to the alternate repair site within 10 working days of the alternate repair site selection. The COE LSMM will bear all transportation costs to the surge site. Express delivery service will not be used for items in excess of 150 lbs., unless coordinated by the RSMM/TSMM.

(2) COE LSMM notifies the region, via e-mail or fax, (surge site, owning LSMMs, RSMM/TSMM) of case numbers, serial numbers, and completeness of the components approved for shipment. For the surge items shipped, the COE LSMM will provide SO_TRANS_DATE. SO_SHIP_DATE, SO_SHIP_COST, SO_P/C_COST, AND SO_ GBL_NO information to the owning LSMM as if the COE LSMM was the source.

(3) The owning LSMM will create a new case for surge action by changing the 3rd character of the original CASE_NO (the last character of the FY) to "S" (e.g. RY60036 to RYS0036). Surge case data will be the same as the original case with the following exceptions:

(a) Change the destination to the surge site.

(b) Enter Source EVAC data provided by the COE LSMM.

(c) Enter the word “SURGE” in the notes field of EVAC file.

(d) The surge site will enter normal EVAC case data as if they were the original repairing activity against the surge case number.

k. Missing Components -

(1) Reference Chapter 9, packaging RODs, if needed, will be initiated upon receipt of the item.

(2) If the item is incomplete (missing parts/hang-on) the shipping LSMM (COE LSMM) will prepare a ROD (SF-364) identifying all missing parts (reference Chapter 9. The ROD will be forwarded with the component to the surge site. The ROD, the owning installation’s work order documentation and DD-Form 1348-1, will be placed in a waterproof document holder and attached outside the shipping container. The COE LSMM will not process the ROD through their local finance activity. The charges will be processed once the work order is closed at the surge site, through the local finance activity.

(3) Upon receipt of the component, the surge site will process the ROD against the surge work order. If no ROD is prepared, or if additional components are missing that were not originally listed on the SF 364 prepared by the shipping LSMM (COE LSMM), the shipping LSMM will be held liable for the dollar value of the missing parts. The charges will be processed once the work order is closed at the surge site, through the local finance activity.

l. MIPRs, Parts, Reports, and Realignment -

(1) Installation MIPRs will be prepared or adjusted between LSMMs as required to reflect the shift in repair costs generated by the alternate repair site.

(2) Repair parts, if available, will be transferred to the alternate repair site, charging the AMDF price, using MIPRs. Upon completion of surge work, any remaining repair parts will be returned to the COE using the same procedures.

(3) Monthly production reports will be modified to reflect quotas at both the COE and the alternate repair site. The performance of repairs will be monitored at both locations on a monthly basis to ensure repair responsiveness.

(4) LSMMs/AMMs are not authorized to realign or redistribute regional COE or surge workloads among their maintenance activities without prior approval of the RSMM/TSMM.

5-12. CONUS/OCONUS Cross-Leveling Requirements

a. The ISM program includes the ability to cross-level workload to meet capacity, capability, and readiness shortfalls. If the requirement can not be satisfied in the region, the RSMM/TSMM will forward the requirement to the NSMM. The NSMM will coordinate with national and regional managers for the quickest and most economical solution. The NSMM will provide an alternate source of repair recommendation to the RSMM/TSMM for the following:

(1) Regional non-responsive IFBs (reference Chapter 4) received during the PP&C process will be elevated to the NSMM.

(2) If the region lacks the capability or capacity for surge management, the NSMM will recommend an alternate repair site.

(3) Components that do not meet the regional COE candidate criteria may be elevated to the NSMM for further review. The NSMM will perform an analytical study, compiling regions and/or national ISM requirements. If consolidation of region and/or national requirements produce substantial cost savings or cost avoidance, the NSMM will facilitate identifying a SOR between the regions to support the requirement.

b. A component part not available to the region may be recovered through DoD Flexible Computer Integrated Manufacturing (FCIM), AMC reclamation program, or another regional or national capability. The NSMM will coordinate the necessary actions to have components reclaimed, manufactured, or repaired.

5-13. Transportation Procedures

a. Execution of the ISM program requires coordination with the Installation Transportation Offices (ITO) to ensure the most effective means of transportation is used to transport reparable items to and from the COE. Intra-post and Inter-post transportation procedures must be considered at all regional installations and states. Organic and commercial transport will be used, to include consideration of air and Express Delivery Overnight service. Express Delivery is routinely used when the item is 150 pounds or less. Items over 150 pounds require RSMM/TSMMs approval prior to shipping by Express Delivery.

b. Transportation costs for shipping unserviceable items to the COEs will be paid by the shipping installation. Completed COE items will be returned to the owning activity and transportation costs will be billed to the owning activity via a MIPR with a reimbursable APC.

c. Except for Express Delivery items, all reparable items will be shipped to and from the COEs using Transportation Priority 2 (TP2).

d. The focal point to initiate transportation for COE reparable items is the appropriate installation item manager in conjunction with the LSMM offices and ITO. The RSMM/TSMM offices are responsible for providing the LSMM with a current listing of prime and substitute NIINs that must be shipped to other installations. The LSMMs are responsible for forwarding the list to their Reparable Item Manager and AMMs. The list contains those NIINs that are to be shipped express mail in small quantities, i.e., circuit cards, fuel pumps, etc., and the shipping address for each receiving installation.

e. The following procedures will apply for shipping unserviceable items to the COE activity for repair.

(1) Within one working day of receipt of the unserviceable item, the Reparable Item Manager will determine if the item is on the off post COE list. If so, a work order will be generated and the item will be properly prepared and protected for shipment.

(2) The Reparable Item Manager will notify the LSMM of a COE item to be shipped.

(3) The LSMM will create an evacuation case in the ISM automation system.

(4) During the next working day, a shipping document number will be assigned and a DD Form 1348-1 prepared with "ISM" stamped in the project block. A waterproof document envelope containing the completed DD 1348-1, two copies of the work order with the case number listed, and an ISM sticker will be prepared. The document envelope with the listed items will be attached to the outside of the item and the ISM sticker affixed to the container/box.

(5) During the same day, arrangements for delivery of the item will be completed.

(6) Within one working day of receipt, the shipping LSMM/AMM COE maintenance activity will inspect the item to ensure it has been properly packaged/crated and that documentation is complete. The item will be logged in, the DD 1348-1 taken to the Resource Management Office for funding approval (unless an APC is used), and the completed DD Form 1348-1 taken to transportation.

(7) The ITO will ensure that transportation services are provided in accordance with DOD 4500.9-R, Part II, Defense Transportation Regulation (DTR) and/or DOD 4500.32-R Military Standard Transportation and Movement Procedures (MILSTAMP). When shipping an item that weighs 20,000 pounds or more, the Military Traffic Management Command (MTMC) must be notified and routing requested for the item.

(8) If a carrier cannot be found on the first list from MTMC, an amendment will be requested and another list provided.

(9) Once a carrier has been determined, a GBL will be prepared. The transportation officer will notify the applicable personnel of the arrival time of the carrier.

(10) When the carrier arrives, the item will be loaded. During the same day, a fax or a copy of the completed DD Form 1348-1 and GBL, if required, will be delivered to the LSMM. The LSMM will update the EVAC case with the GBL and shipment date in the ISM automation system.

f. The receiving activity must locate and direct the reparable items to the appropriate maintenance activity. Once the items arrive at the maintenance activity; the LSMMs must be informed of the case numbers, NIINs, quantities, date received, work order numbers, serial numbers if available, and estimated completion dates. The LSMMs will process the data to validate and complete the evacuation data screen in the ISM automation system for each received case.

g. The following procedures apply to return shipments:

(1) COE items will be processed for shipment back to the originating activity within one working day of repair completion. After the repair activity prepares the item for shipment, the LSMMs will be notified.

(2) The LSMM/AMM COE maintenance activity will prepare the DD Form 1348-1 for return shipment, and deliver it to the maintenance activity, along with an ISM sticker and document envelope to be affixed to the outside of the item. All copies of the DD 1348-1 and one copy of the completed work order will be inserted inside the document envelope. The COE item will be processed for outbound shipment.

h. The SSA will receive the repaired item, close the work order, and notify the LSMM. The LSMMs will enter the information into the ISM automation system.

i. Discrepancies in Shipments -

(1) GBL - The local ITO will process the local carrier report of exception form and initiate a transportation discrepancy report if required. The LSMMs will coordinate with the ITOs to receive a copy of all carrier exceptions.

(2) Express Delivery - Discrepancies will be resolved through local carrier procedures.

j. In-Transit Data -

(1) Shipping LSMM Data Fields - The EVAC file in the ISM automation system will provide needed data to manage shipments. The ITO to complete the EVAC records must provide shipping documentation to the LSMMs. The shipping LSMM/AMMs will create evacuation cases. The fields to be completed are:

(a) CASE_NO - The items assigned sequential evacuation number.

(b) DESTINATION - The installation to which the item is being shipped.

(c) START_DATE - Pre-printed ORD DATE from the SARSS-O generated work order.

(d) SO_ DOC_ NO - ORG WON from the SARSS-O generated work order.

(e) SO_TRANS_DATE - Date the source LSMMs sent the item(s) with shipping documentation to the transportation activity for shipment.

(f) SO_SHIP_DATE - Date item is shipped.

(g) SO_SHIP_ COST - The carrier shipping charge paid by the owning installation for the shipment of the item(s). (Costs per item based on weight and total GBL cost or cost per express carrier items).

(h) SP_ P/C_ COST - Owning installation's cost of labor and material for the packaging and crating of the item.

(i) SO_ GBL_ NO - The Government Bill of Lading number or express carrier tracking number assigned to the shipment of items(s) to a repair activity.

(2) Receiving LSMM/AMM Data Fields - The receiving COE LSMM will update the evacuation cases. The fields to be completed are:

(a) R_REC_DATE - Enter the receipt date of the unserviceable item. This data will be entered within 24 hours of receipt of notification.

(b) WON - The Work Order Number assigned by the maintenance activity for repair of the item.

(c) WO_START_DATE - The date the work order was opened.

(d) EST_COMP_DATE - The estimated date work will be completed.

(3) Repairing LSMM's/AMM's Data Field - After repairs are completed, the COE LSMM/AMM will ship the item to the owning installation and update the evacuation case. The fields to be completed are:

(a) WO_COMP_DATE - Date the work order is completed.

(b) R_TRANS_DATE - The date the repaired item(s) with shipping documentation are delivered to the transportation activity for shipment.

(c) R_SHIP_DATE - The date the item was actually shipped to the owning installation.

(d) R_GBL_NO - The Government Bill of Lading number or express carrier tracking number assigned to the shipment of the item (s) to the owning installation.

(e) R_ SHIP_ COST - The carrier shipping charge borne by the repair activity for the shipment of the item(s).

(f) R_ P/C_ COST - Repairing activity's cost of labor and material for the packaging and crating of the item.

(4) Owning LSMM Data Fields - The owning LSMM/AMMs will receive the return shipment and update the EVAC file. The fields to be completed are:

(a) SO_REC_DATE - Date the item was received from the COE. This data will be entered within 24 hours of receipt of notification from the RX activity of the owning installation.

(b) CLOSE_DATE - Date the case is closed at the owning installation. This date will be entered at the owning installation within 24 hours after the work order is closed.

5-14 Packaging, Crating, and Preservation Procedures

This section identifies the preservation and packaging requirements for shipping items. AR 700-15 requires that material offered for shipment will be adequately protected, consolidated into the most favorable number of handling units, safe to ship, and properly marked and identified. Serviceable and unserviceable reparable material will be packaged to maintain the integrity and degree of serviceability of the material being shipped.

a. Requirements and Standards -

(1) Weapons systems and equipment are preserved and packaged IAW AR 700-15, MIL STD 2073-1C, Dated 1 OCT 96. Special Packaging Instructions (SPI) are published by Army Materiel Command's MSC packaging specialist. Additional guidelines are found in AMC-R 746-10. The SPIs provide detailed Military level of protection instructions referencing military standards for preservation and packing levels. These protection levels are illustrated in 5-2:

(2) Acceptable Minimum Packing Requirements - MIL STD 2073-1C, Paragraph 5.4, Table J.IXa lists the acceptable minimum packing requirements of this nature. Table J.IXa refers to American Society for Testing and Materials (ASTM). ASTM publishes designations for commercial handling, preservation, packing, and storage standard practices. The ASTM designations are illustrated in figure 5-3:

(3) Marking: Marking for shipment and storage will be in accordance with MIL-STD-129, unless otherwise stated. Refer to Chapter 9.

Level A protection: required to meet the most severe worldwide shipment handling, and storage conditions. Examples are situations like long term storage of War Reserve Material, mobilization, strategic, and theater deployment and employment, outside storage (short/long term), and specific loading conditions.

Level B protection: required to meet the moderate worldwide handling, shipment, and storage conditions. Examples are situations like security assistance (e.g., Foreign Military Sales (FMS), and containerized shipments overseas shipments.

Minimum packing requirement: when anticipated logistics path indicate that items requiring military preservation, as outlined in MIL STD 2073-1C, will not be exposed to shipping environments more severe than those encountered in the commercial distribution system, military packing requirements need not be implemented.

Figure 5-2

D 3951 – 90: “Standard Practice for Commercial Packaging”

D 5118/D 5188M-95: “Standard Practice for Fabrication of Fiberboard Shipping Boxes;

D 5168-91: “Fabrication and Closure of Triple Wall Corrugated Fiberboard Containers”

D 4169-94: ”Performance Testing of Shipping Containers and Systems”

Note. Documents Source: Available from Standardization Documents, Order Desk, Bldg. 4, Section D, 700 Robins Ave, Philadelphia, PA 19111-5094, attn: NPODS.

Figure 5-3

(4) Containerization: Special purpose reusable containers are used to provide a safe shipping and storage environment for selected reparable components. Packaging usually involves one of the following:

(a) Metal containers are often used to store or ship large assemblies. The NSN for the component often includes the container.

(b) Wooden boxes with the component blocked and braced to prevent movement and damage.

(c) Cardboard shipping boxes with the component secured with packing material or Foam in Place (FIP) method.

(d) Electronic components use a variation of this method with the addition of treated packing material to prevent damage by Electro-static Discharge (ESD).

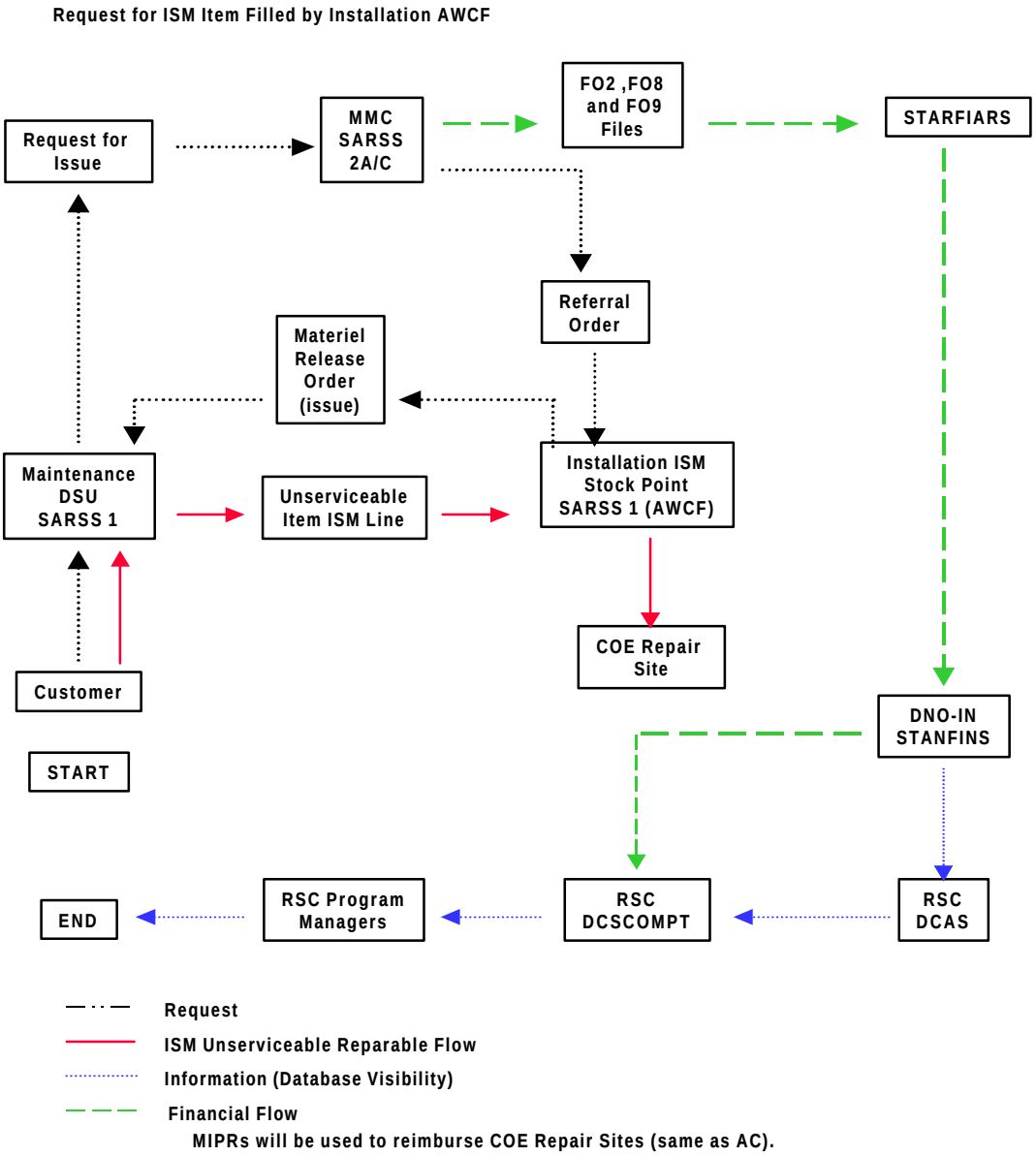
b. Management -

(1) The originating/owning installation/state is responsible for ensuring that unserviceable components are properly packaged in accordance with the requirements of TB 9-289 prior to shipment to the COE installation. The repairing COE is responsible for ensuring the serviceable component is properly packaged prior to shipment back to the owning installation. This will include the requirement to properly drain all lubricants and coolants, thoroughly clean, and adequately preserve the serviceable component. Repairing COE has the responsibility for the condition of the reusable container, and for repairing, as necessary, the container in accordance with the requirements of TB 9-289. This includes rust removal, corrosion prevention, spot painting, straightening surface, and repairing and replacing certain mandatory parts. Preservation of the repaired component includes cleaning and corrosion prevention, lubrication, and covering all openings where contaminants might enter the assembly.

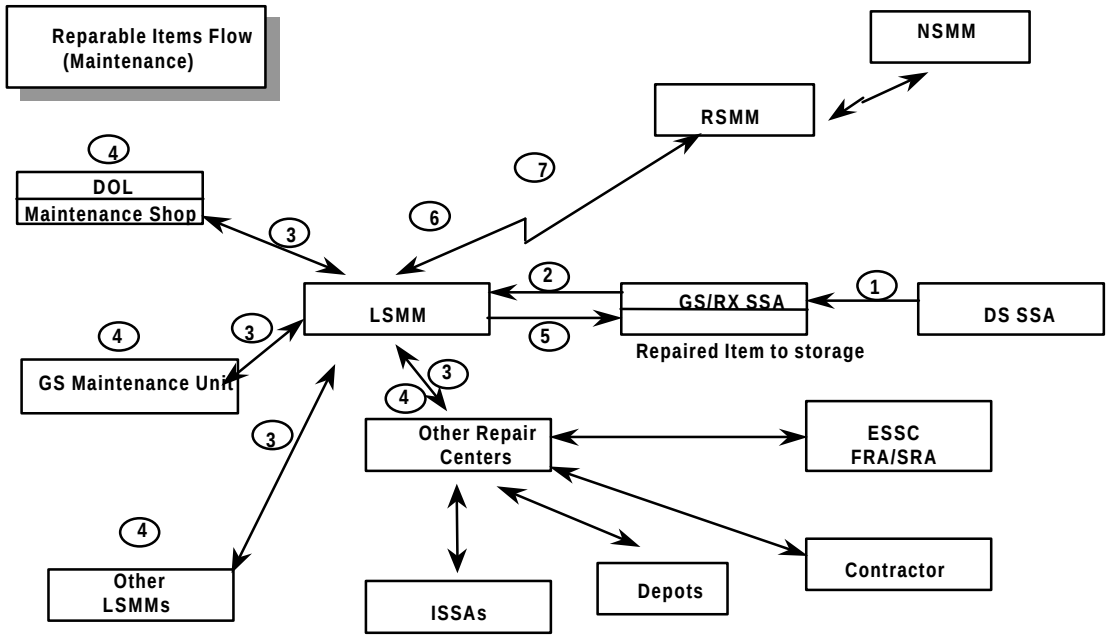
(2) The NSMM will coordinate packaging issues at the national level with the Army POC for the DOD Packaging Board.

c. Training - LSMM and AMM training requests should be sent through their command channels to the Army’s Military Packaging Technology School, APG, MD or an approved DOD training facility.

Enclosure 5-1 ISM Reparable Items STAMMIS Interface



Enclosure 5-2 **ISM Reparable Item Flow**



Maintenance Flow of GS Reparable Items

Seq #	Transaction
1	The DS SSAs retrograde unserviceable reparable items to the GS/RX SSA
2	The GS/RX SSA receives the unserviceable and SARSS cuts a work order to maintenance
3	The LSMM directs the work order to the appropriate maintenance activity ie, DOL, GS Maintenance Unit, other LSMM
4	The designated maintenance activity repairs the item
5	The item is returned to the GS/RX SSA for storage/distribution
6	LSMM reviews exceptions Coordinates with all activities to determine capability to repair If capability exists, directs the GS/RX activity accordingly If no capability exists, passes the requirement to the RSMM
7	RSMM reviews based on LSMM recommendations and regional capability/capacity If capability exists, advises involved LSMMs for action If no capability exists, coordinates with NSMM for assistance Based on priority and availability of other stocks, makes repair decision Advises LSMM to repair or return unserviceable to supply
	LSMM - Local Sustainment Maintenance Manager RSMM - Regional Sustainment Maintenance Manager FRA - Forward Repair Activity - repairs performed by depot personnel on an installation SRA - Special Repair Activity - GS maintenance activity authorized to perform particular depot level tasks SSA - Supply Support Activity ESSC - Electronic Sustainment Support Center

Enclosure 5-3 **Retention Policy Waiver**

DALO-SMM Fax:703-695-5545 Jan 12 '99 10:12 P.01

PARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF FOR LOGISTICS
500 ARMY PENTAGON
HINGTON DC 20310-0500

MR Buckhaw 2 Pages

DALO-SMP

30 DEC 98

MEMORANDUM FOR COMMANDER, U.S. ARMY FORCES COMMAND,
ATTN: AFLG, 1777 HARDEE AVENUE SW,
FORT MCPHERSON, GA 30330-1062

SUBJECT: Request for Exception to Army Retention Policy

1. Reference memorandum, AFLG-LSM, 29 Jan 98, subject as above (Encl).

2. You requested, "...an exception to policy be granted within the ISM program allowing for when an item is added to the Regional COE listing, the prime stock number will be added to the installation/state General Support Reparable Exchange (GS/RX) listing based on the following criteria:

a. If the prime stock number is demand supported on the installation, it will be added to the GS/RX listing and stocked with the appropriate RO.

b. If the prime stock number is not demand supported on the installation, it will be added to the GS/RX listing with a RO of zero and a RL of two."

3. Your request is approved. You may add Center of Excellence (COE) Integrated Sustainment Maintenance (ISM) items to the installation/state general support reparable exchange listing. This will help the supporting maintenance facility to determine what reparable items are to be passed back, on work order, to the COE for "repair and return." Stocked ISM GS/RX materiel must meet the following provisions:

a. When the NSN within an Order of Use group is demand supported by the installation's/state's AWCF-SMA SARSS-1 account, the preferred NSN will be identified on the ASL as a GS/RX NSN in a quantity supported by those demands.

b. The Regional Sustainment Maintenance Management (RSMM) manager will set an installation's/state's retention quantity, in writing, for any reparable item repaired in the ISM RSMM

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GS/RX program. This will be based on the RSMM manager's review of the region's CDDB demands for that installation/state as past demands must support the decision to establish a retention level for the ISM GS/RX NSN.

c. The National Sustainment Maintenance Management (NSMM) manager will review and approve all retention levels to prevent the repair or stockpiling of serviceable and unserviceable ISM materiel.

4. The basis for the procedures in paragraph 3 is the near-term transition of the AWCF-SMA-owned materiel to SSF.

5. The installation will stock the retention level at the installation/state-level in the quantity approved by the NSMM manager. However, the GS/RX listing is not an authorization to stock materiel.

6. POC is Mr. Stinson, DALO-SMP, DSN 224-6756.

for Charles C Canno

JOHN G. COBURN
Lieutenant General, GS
Deputy Chief of Staff
for Logistics

Encl

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